PLAN to make MIAMORE ACH EVEN BETTER

introduction

The City of Miami Beach strives to continue delivering outstanding, enhanced services to its residents, businesses and visitors while aiming to reduce the overall tax rate, provide a return for homesteaded property owners, and implement changes to ensure the long-term sustainability of the City.

While Miami Beach has accomplished much over the last five years, the community survey conducted in early 2005 provided insight into areas that the City should focus on and improve further. This information was used to develop the City of Miami Beach Strategic Plan that sets measurable outcomes for the City to achieve over the next few years. Beginning with the fiscal year 2005-2006 budget, the City implemented a new process for allocating resources based on the Strategic Plan. The City will monitor its performance and make adjustments for further improvement.

Through fiscal prudence and good leadership, the Strategic Plan will help make Miami Beach a better place to live, work and play. The following pages highlight the City's priorities and show how each of the priorities align with Miami Beach's vision for the future.

sections of the strategic plan



cleaner and safer



beautiful and vibrant, mature, stable residential community, urban and historic environment



cultural, entertainment and tourism capital



international center for innovation in culture, recreation and business



well-improved infrastructure



supporting outcomes to sustainability of vision

our mission

We are committed to providing excellent public service and safety to all who live, work and play in our vibrant, tropical, historic community.

our vision

The City of Miami Beach will be: Cleaner and Safer; More Beautiful and Vibrant; a Mature, Stable Residential Community with Well-improved Infrastructure; a Unique Urban and Historic Environment; a Cultural, Entertainment, Tourism Capital; and an International Center for Innovation in Culture, Recreation and Business.

our values

- We maintain the City of Miami Beach as a world-class city.
- We work as a cooperative team of well-trained professionals.
- We serve the public with dignity and respect.
- We conduct the business of the City with honesty, integrity and dedication.
- We are ambassadors of good will to our residents, visitors and the business community.

cleaner and safer

Miami Beach residents rated the public safety services provided by the City of Miami Beach very high across all areas of the city. At the same time, residents identified safety as one of the top three factors that affect their quality of life and one of the areas where improvements would make Miami Beach a better place. Enhancements will be implemented to improve public safety and to address homeland security concerns, hurricane activity and other emergencies throughout the city. One such program will be a police neighborhoods contact program. To ensure the cleanliness of the city's rights of way and commercial areas, sanitation services will also be expanded. Since cleanliness of canals/waterways was rated more poorly than cleanliness of city streets, the City will expand the waterway cleaning efforts through a comprehensive program that will remove trash and debris from inland canals and waterways throughout the city.

INTENDED OUTCOMES

- Increase resident rating of public safety services
- Maintain crime rates at or below national trends
- Improve cleanliness of Miami
 Beach rights of way, especially in business areas
- Improve cleanliness of Miami Beach waterways

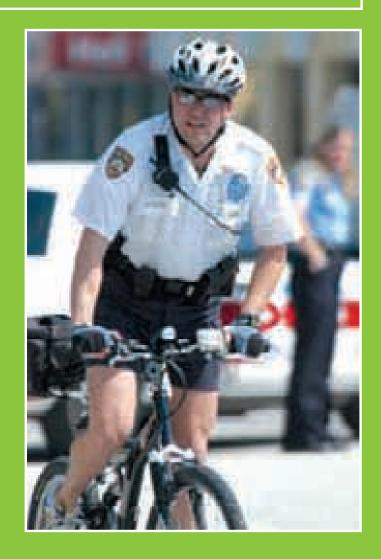
survey says . . .

89% responded that they felt very safe or reasonably safe in their neighborhood during the day.

Residents rated fire rescue highest out of Miami Beach's emergency services. 96% agreed that the service was either excellent or good. Police was also rated high, 78% rated them as either excellent or good. Ocean rescue was given a 95% excellent or good rating, and hurricane preparation was rated 91% excellent or good.

Businesses also rated the emergency services highly. 90% of businesses agreed that the police was either excellent or good. Businesses also rated emergency preparation at 89%, ocean rescue at 73%, and fire rescue at 85% excellent or good.

Community organizations rated emergency services higher than both residents and businesses. 96% agreed that fire rescue was excellent or good. 80% agreed that police was excellent or good, and 96% believed that emergency medical response was excellent or good.



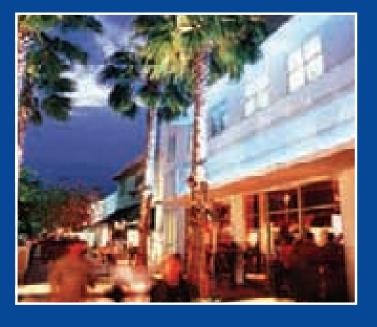
beautiful and vibrant, mature, stable residential community, urban and historic environment

Miami Beach takes pride in maintaining the character of its unique, tropical, historic landscapes and neighborhoods, and in supporting the needs of its communities. The City has an inventory of over 1,500 historically contributing properties within the existing National Historic Art Deco District, and also has 11 locally designated historic sites. Growth management initiatives will be pursued while protecting the public areas and historic buildings. While the level of code compliance has been rated acceptable, effort will be made to expand services and programs. Recreation programs and activities will be expanded along with free access to many facilities. The City will continue its homeless services and develop strategies and identify resources to implement workforce and affordable housing intiatives. A recent census determined that there were approximately 239 homeless people in Miami Beach as of January, 2005, a decrease from 314 in November, 2000.

INTENDED OUTCOMES

- Increase resident satisfaction with level of code enforcement
- Ensure compliance with code within reasonable time frame
- Maintain Miami Beach public areas & rights of way, especially in business districts
- Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission
- Protect historic building stock

- Increase satisfaction with neighborhood character
- Increase satisfaction with development and growth management across the City
- Increase satisfaction with recreational programs
- Reduce the number of homeless
- Increase access to workforce or affordable housing
- Increase resident satisfaction with availability of commercial service options



survey says . . .

54% of residents felt that the rate of new construction in neighborhoods was about the right amount.

78% of residents felt that the recreational facilities and programs in Miami Beach were excellent or good.

cultural, entertainment and tourism capital

Miami Beach has significantly expanded its support to the arts in recent years by expanding its investment into cultural facilities and providing grants to cultural programs. In 2004/2005, the City awarded more than \$500,000 to cultural organizations and over the last few years has invested more than \$61 million in improvements to cultural arts facilities citywide. With a third of residents and businesses wanting cultural events to occur more often, the arts will be an integral component of expanded programs and activities. Residents can look forward to free family events at the city's parks in partnership with cultural groups and more information about the availability of activities and events.

INTENDED OUTCOMES

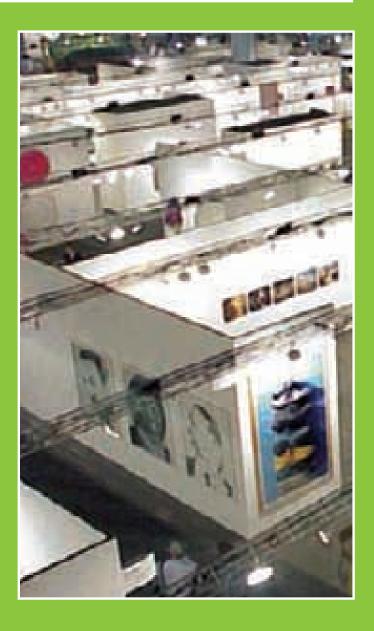
- Increase community rating of cultural activities
- Improve availability and accessibility of major events

survey says . . .

62% of residents surveyed rated the amount of cultural activities as about the right amount. 57% of businesses and 65% of community organizations also felt that there were about the right amount of cultural activities.

65% of community organizations rated the frequency of major events in Miami Beach as about the right amount. 57% of businesses and 62% of residents also felt the frequency of major events was about the right amount.

38% of residents telt that major events should occur more often. 41% of businesses and 19% of community organizations felt that major events should occur more often.



international center for innovation in culture, recreation and business

Miami Beach continues to see a growth in new construction and renovation projects. Businesses continue to make Miami Beach their location of choice. The City is open and interested in the concerns and issues of its business community. It is committed to becoming more business friendly through improved processes and enhanced customer service, because it was a concern of the businesses that were surveyed.

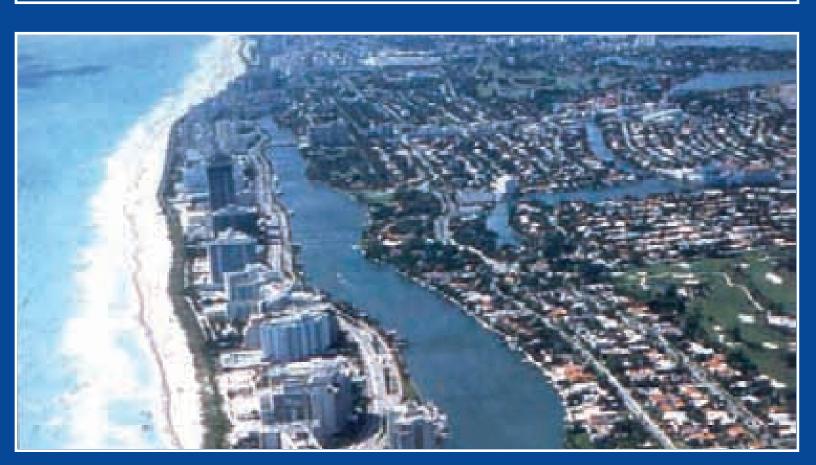
INTENDED OUTCOMES

- Make City more business friendly
- Enhance access to labor pool

survey says . . .

14% of respondents felt that Miami Beach was the best place to run a business, 23% felt that it was an above average place to run a business and 38% felt that it was an average place to run a business. 62% of building department customers agreed or strongly agreed that they were satisfied with their experience.

When asked about the biggest challenges of running a business in Miami Beach, only 11% of respondents rated "difficulty in recruiting a skilled labor force" as the biggest obstacle.



well-improved infrastructure

Plans are being made to improve pedestrian and vehicular mobility throughout Miami Beach. Almost half of the city's residents do not use a car as their primary mode of transportation. The City of Miami Beach is planning bikeways and pedestrian walkways throughout the city. Beachwalk and other projects such as the Atlantic Greenway project will connect the city's waterways, parks and other resources. And for those on the roadways, a transportation master plan is underway in conjunction with other coastal communities to develop alternatives for addressing traffic flows. Completed capital improvement projects have been very well-received and there are more improvements underway. New funding for the City's Capital Reserve Fund will help ensure that projects are not delayed due to funding shortfalls. In addition, the City will maintain its public investments through the Capital Renewal and Replacement Reserve for general fund facilities, assessments of public facilities, and more routine maintenance.

INTENDED OUTCOMES

- Maintain or improve traffic flow
- Improve parking availability
- Ensure well-maintained facilities

- Ensure well-maintained infrastructure
- Ensure well-designed, quality capital projects
- Preserve our beaches

survey says . . .

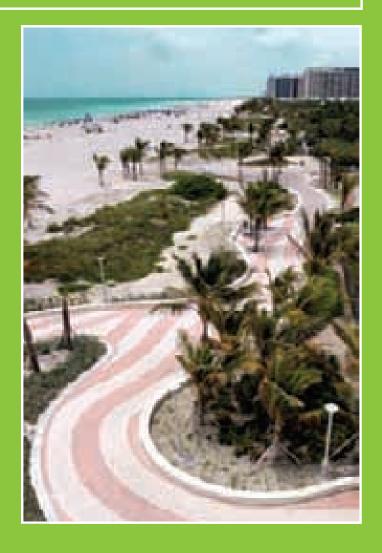
83% of residents surveyed felt that recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.) were either excellent or good.

80% of residents, 73% of businesses and 84% of community organizations rated the appearance of public buildings as excellent or good.

44% of residents rated storm drainage as excellent or good; 28% rated it as poor.

21% of residents and 15% of community organizations rated the availability of parking on Miami Beach as about the right amount.

47% of residents, 36% of businesses and 54% of community organizations rated the condition of roads as excellent or good, and 53% of residents, 48% of businesses and 62% of community organizations rated the condition of sidewalks as excellent or good.



supporting outcomes to sustainability of vision

The City of Miami Beach wants to ensure the long-term sustainability of the City government including improved communications with its residents, ensuring financial sustainability, and ensuring that it has the most qualified employees to deliver services to the community. The Information and Communications Technology Fund will provide for new data management systems that will help government work more efficiently and fund the implementation of a citywide wireless broadband network (WiFi) to enhance the City's public safety network and provide "hotspot" areas for public access. The City is pleased to report that its bond rating continues to be at an all-time high (Moodys "A" and S&P "AA") which translates to a valuable bond in the investment community. This is partly due to the City's General Fund reserve for emergencies currently holding 11% of annual budgeted expenditures, or \$18.6 million. The City is also focused on increasing the value of services for taxes paid by the community by developing initiatives that benefit the Miami Beach taxpayer. The use of technology is also important to track performance and achievements.

INTENDED OUTCOMES

- Enhance external and internal communications from and within the City
- Increase resident satisfaction with employee contact
- Expanding hours and service through e-government

- Ensure expenditure trends are sustainable over the long term
- Improve the City's overall financial health and maintain overall bond rating
- Improve process through information technology
- Increase community satisfaction with City services



survey says . . .

60% of residents felt that they received the right amount of information from the City while 38% felt they received too little.

96% of community organizations felt that Miami Beach government is open and interested in hearing their concerns.

57% of businesses agreed or strongly agreed that it was easy to get help when they contacted the City.

100% of community organizations agreed or strongly agreed that the Miami Beach employee that assisted them on their most recent contact with the City had the proper training and knowledge.

how we measure our progress

INTENDED OUTCOME	PERFORMANCE INDICATOR	INTENDED OUTCOME	performance Indicator	
cleaner and safe	r	INCREASE SATISFACTION WITH NEIGHBORHOOD CHARACTER	Percentage rating the pace of new construction in neighborhoods as about the right amount	
INCREASE RESIDENT RATINGS OF PUBLIC SAFETY SERVICES	Percentage rating overall quality of fire, EMR, ocean rescue, police and hurricane preparedness as excellent or good Percentage rating how safe they feel in business/commercial areas during the evening/night as very safe or reasonably safe	INCREASE SATISFACTION WITH DEVELOPMENT AND GROWTH MANAGEMENT ACROSS THE CITY	Percentage rating the pace of new construction on Miami Beach as about the right amount	
MAINTAIN CRIME RATES AT OR BELOW NATIONAL TRENDS	Unified Crime Report (UCR) Part 1 Crimes reported per 1,000 population	INCREASE SATISFACTION WITH RECREATIONAL PROGRAMS	Percentage rating recreation programs & facilities as excellent or good	
IMPROVE CLEANLINESS OF MIAMI BEACH RIGHTS OF WAY ESPECIALLY IN	Percentage rating cleanliness of streets in business/ commercial areas as excellent or good Percentage rating cleanliness of streets in neighborhoods as excellent or good	REDUCE THE NUMBER OF HOMELESS PEOPLE	Percentage rating City's ability to address homelessness as excellent or good Number of homeless in the City of Miami Beach	
BUSINESS AREAS	Public Area Cleanliness Rating Index	INCREASE ACCESS TO WORKFORCE OR AFFORDABLE HOUSING	Percentage rating availability of workforce housing as acceptable or the right amount	
IMPROVE CLEANLINESS OF MIAMI BEACH WATERWAYS	Percentage rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount	INCREASE RESIDENT SATISFACTION WITH COMMERCIAL SERVICE AVAILABILITY	Percentage rating availability of stores that service basic daily needs (i.e. gracery stores, deaners, retail, hardware, etc.) in neighborhoods as about the right amount Number of new stores that serve basic needs (i.e. gracery stores, cleaners, retail, hardware, etc.) opened in fiscal year	
beautiful and vibrant, mature, stable residential community, urban and		cultural, entertain	cultural, entertainment and tourism capital	
historic environm	ent Average response time for number of elapsed days from first		Percentage rating the availability of cultural activities as about the right amount	
WITH CODE WITHIN REASONABLE TIME FRAME	inspection to voluntary compliance for nuisance complaints Percentage rates of voluntary compliance as a percentage of cases initiated	IMPROVE AVAILABILITY AND ACCESSIBILITY OF MAJOR EVENTS	Percentage rating the frequency of major events as the right amount or should occur more often	
MAINTAIN MIAMI BEACH PUBLIC AREAS & RIGHTS OF WAY, ESPECIALLY IN BUSINESS DISTRICTS	Percentage rating landscape maintenance in rights of way and public areas as excellent or good Public Area Appearance Rating Index	culture, recreation	international center for innovation in culture, recreation and business	
ENSURE ALL HISTORICALLY SIGNIFICANT STRUCTURES, SITES, AND DISTRICTS ARE CONSIDERED FOR LOCAL DESIGNATION BY THE	Number of site structures and districts considered for designation by the Commission	BUSINESS FRIENDLY S	ercentage of Building Department customers that agree or trongly agree that overall they were satisfied with their xperience with the Building Department ejection rates for inspections and plans ercentage of businesses that rate Miami Beach as one of the est, above average, or average places to run a business	
PROTECT HISTORIC BUILDING STOCK	Percentage of buildings 40 years or older complying with recertification	ENHANCE ACCESS TO LABOR POOL	ercentage of businesses in Miami Beach rating "Difficulty in scruling a skilled abor force" as the most important hallengstoke the next several years	
	100			

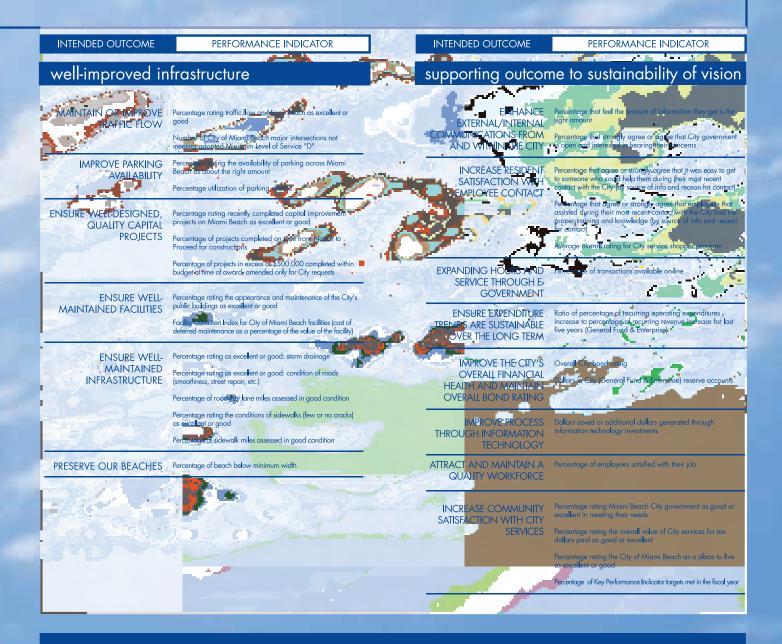
Miami Beach Mayor David Dermer

Miami Beach Commissioners

Matti Herrera Bower Simon Cruz Luis R. Garcia, Jr. Saul Gross Jerry Libbin Richard L. Steinberg

Miami Beach City Manager Jorge M. Gonzalez

Budget/Performance Improvement Kathie G. Brooks



next steps

The City's performance results will continually be evaluated, along with information about the City and customer input from various sources to further refine initiatives.

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